

# ***SAF/AQ***

## **Air Force Acquisition Lightning Bolt Initiatives**

From the Office of the  
Assistant Secretary of the  
Air Force (Acquisition)

***Update #5***

***Sep 29, 1995***

*This update describes progress made in the Lightning Bolts since the last update on Aug 21.*

*On Sep 22 the SAF/AQ Home Page became operational on the Internet. Lightning Bolt Updates, News from AFAR, AF FAR Supplements, Congressional Marks, Mini-Maxi Track, APDP Information and Acquisition Policy Memos may be found at:*

**<http://www.safaq.hq.af.mil/safaq/>**

**1. Establish a centralized RFP support team to scrub all RFPs, contract options, and contract modifications over \$10 million.**

***Implemented!!***

Since the last update, the Centralized RFP Support Team (CRFPST) assisted another 19 program offices in implementing acquisition reform in their RFPs. This brings the total number of RFPs streamlined to 25. Lessons learned are being captured on each program. The first lesson-learned newsletter, "Angle on Reform" was released Sep 15.

RFP streamlining training occurred Aug 28-31 for the CRFPST augmentees and invited RFPSO representatives. Training included presentations on each of the tenets of acquisition reform and the evaluation of three real RFPs. Augmentees are working with their respective center program offices to establish initial contact and finalize the scheduled workload.

Presentation of the CRFPST's FY96 RFP review schedule is planned for presentation to SAF/AQ on Oct 6.

On Sep 6-7, the RFPSO Chiefs attended a summit hosted by the CRFPST. The RFPSOs were educated on the process the CRFPST uses to streamline RFPs as an approach for implementing acquisition reform in RFPs between \$100K and \$10M. The next summit is scheduled for Dec 4-5. Video teleconferences with the RFPSO Chiefs and augmentees are scheduled Oct 17, Oct 31, Nov 28 and Dec 19.

**2. Create a standing Acquisition Strategy Panel (ASP) composed of senior level acquisition personnel from SAF/AQ, AFMC and the user. The panel structure will be fully operational by Sep 15.**

Nominations for standing panel membership for ACAT I & II programs were received from Air Staff, Secretariat, HQ AFMC and the Defense Contract Management Command. Selection package is prepared and awaiting SAF/AQ's approval.

Policy memo formally implementing standing ASPs is drafted and in coordination. The draft memo:

- provides a matrix of ASP chairperson, panel level and supporting ASP Secretariat for each type of acquisition (based on ACAT level)
- identifies the ASP Secretariat as HQ AFMC/AQ which is located with the Centralized Request for Proposal Support Team (See Lightning Bolt #1) and provides a brief description of the ASP Secretariat's duties
- directs the DACs to establish standing ASPs at their centers for ACAT III & IV programs
- encourages the program manager to invite additional participants based on their programmatic and/or functional expertise
- provides PEO and DACs flexibility in delegating and tailoring information in the matrix subject to some limitations on ACAT I programs.

**3. Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.**

The joint SAF/AQ - Hq AFMC IPT performed a comprehensive review of all Product and Logistic Center streamlining and reform initiatives that effect the size of SPOs. The IPT placed special emphasis on classified/SAR programs that have demonstrated effective management of large programs with small teams. This information was supplemented with guidance received from three PEO and one DAC Acquisition Reform Offsites and a report supplied by ASC/CC identifying SAR program office tenets. The IPT used this insight to develop tenets for program managers to dramatically reduce the size of their program office including organic and contract support personnel. The end product will not be a mathematical model.

The draft tenets were reviewed by all Center reform focal points on Aug 29-30. An interim briefing was provided to the PMMEB on Sep 13 and the PEO Acquisition Reform Offsite Sep 17-19. A final list of tenets is currently being developed based upon guidance received from the PEOs, AF/LGM and senior System Program Directors. The IPT expects to publish the tenets NLT Oct 15.

#### **4. Cancel all AFMC Center-level acquisition policies by Dec 1.**

The Acquisition Reform Senior Steering Group (ARSSG) approved the findings of the Acquisition Policy Review on Sep 15. Soon each OPR, for those policies reviewed, will receive a letter detailing the changes recommended by the review teams. All affected organizations will receive a master list of remaining policies electronically. The new SAF/AQ World Wide Web Home Page will also display the policy list.

The New Policy Review Team (NPRT) is operational. The purpose of the NPRT is to ensure all policies are consistent with the acquisition reform philosophies. Appointment and training of team members are complete. The NPRT will review any new or modified acquisition policy from this point on. If you have acquisition policy that requires NPRT review contact Major Ken Robinson, SAF/AQXA, DSN 223-3220.

Review of all field-level FAR supplements in preparation for the 1 Dec deadline is two-thirds complete. The field-level and AFMC reviews of all Center-level FAR supplements is finished. Pending SAF/AQ review, those supplements remaining will be rewritten and recommended for incorporation in HQ AFMC or higher-level FAR supplements.

#### **5. Reinventing the AFSARC process through Integrated Process Teams.**

Headquarters Program Support IPTs have been designated for all ACAT I programs. Multiple program IPTs have held meetings. Training of Hqs personnel continued with a course on Sep 29. Training sessions will continue through December.

#### **6. Enhance the role of past performance in source selections.**

The NGS IPT Sub-Panel for Enhanced Past Performance has finalized its efforts and reached agreement on a revised CPAR Form, corresponding CPAR Instruction, and a Past Performance Desk Guide. In addition, the Air Force members of this sub-panel have identified the formal source selection policy changes necessary to implement the sub-panel agreements for the Air Force. SAF/AQC has briefed SAF/AQ on the sub-panel's recommendations and provided copies of all the sub-panel's products. These recommendations will be presented to the AF Acquisition Reform SSG on Oct 20.

#### **7. Replace acquisition documents with the Single Acquisition Management Plan (SAMP).**

The proposed draft of the SAMP policy and guidelines were presented to the Air Force Acquisition Reform Senior Steering Group on Sep 8. The briefing was generally

well received. The substantial efforts of the team drafting the policy was evident and appreciated. The SSGp asked SAF/AQC and SAF/AQX to take the lead in better defining the mechanics of how a SAMP is processed and which of the Regulatory Contracting Approval documents (J&A, multi-year procurement, fixed price determination, etc) should be included in the SAMP. The team will present their recommendations on these remaining issues to the SSGp on Oct 6. A copy of the draft SAMP guidelines presented to the Sep 8 SSGp will be posted on the SAF/AQ Home Page.

## **8. Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.**

Acquisition Reform Implementation Reviews are scheduled:

- Sep 5 - PEO for Conventional Strike (PEO/TS) portfolio (*Completed*)
- Oct 4 - PEO for Bombers, Missiles, and Trainers (PEO/ST) portfolio
- Oct 17- ASC selected ACAT II programs
- Oct 26- SMC selected ACAT II programs
- Nov 3 - PEO for Command, Control, Communications (PEO/CI) portfolio
- Nov 7 - PEO for Space (PEO/SP) portfolio
- Nov 9 - PEO for Combat Support Systems (PEO/CB) portfolio
- Nov 28- PEO for Tactical/Airlift Systems (PEO/TA) portfolio
- Dec 14- WR-ALC selected programs
- Dec 15- ESC selected programs

An outline of proposed acquisition reform goals, objectives, and metrics was presented to the Air Force Acquisition Reform Senior Steering Group on Aug 4. Work on these metrics continues. They will be refined and issued after gathering acquisition reform metrics proposed by PMs during the initial Acquisition Reform Implementation Reviews. Proposed metric categories include:

- Performance specs and MIL-Standard reform measures
- Cycle Time measures
- SPO actions to obtain excellent sources (use of past performance, process evaluation, vendor rating etc.)
- Program office manpower and correlation of glideslope to program plans
- Commercial technology, items, and processes
- SPO funding distribution highlighting mission support, SETA, FFRDC, and other indirect government costs
- Contractor overhead trends, cost drivers, and proposed actions
- Size and complexity of requests for proposals

## **9. Enhance our acquisition workforce with a comprehensive education and training program that integrates acquisition reform initiatives.**

HQ AFMC will lead an IPT to develop a comprehensive formal education and training program for the acquisition workforce/industry. This training program will assure individuals have the knowledge, skills, abilities and experience and understanding of how to use tools necessary to perform job tasks and to maintain core competencies after assignment. Goals include:

- Develop an integrated education and training strategy and implementation plan.
- Identify acquisition workforce core competencies and ensure there is a process in place to develop these competencies.
- Develop education and training requirements and curriculum content for initial and recurring training.

This comprehensive education and training program will be presented to SAF/AQ and AFMC/CV by Nov 1.

Six people from HQ AFMC are working full time writing the implementation plan. This team will be augmented part time by 15 people from HQ AFMC, along with the Training IPT. The core team is divided into two groups. Group 1 will work current work force/industry training needs while Group 2 will design a model to develop a “renaissance person” of the future.